



DEPARTMENT OF HOMELAND SECURITY
U.S. COAST GUARD

YARD NEWS

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AN EQUAL OPPORTUNITY EMPLOYER

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Yard Breaks Ground for Landfill Gas Co-Generation Plant



The Yard held an All-Hands Groundbreaking Ceremony on November 13, 2007 to begin construction of the Landfill Gas Co-Generation Plant. Honored dignitaries included (left to right): U.S. Congressman Wayne Gilchrest of the 1st District of Maryland; U.S. Congressman Elijah Cummings, Chairman of the Subcommittee on Coast Guard & Maritime Transportation and representative of Maryland's 7th District; U.S. Congressman John Sarbanes of the 3rd District of Maryland; Captain Stephen Duca, Commanding Officer, Coast Guard Yard; Mayor Sheila Dixon of the City of Baltimore; Admiral Thad Allen, Commandant of the Coast Guard; Governor Martin O'Malley of Maryland, and Mr. George Sakellaris, President of AMERESCO Federal Solutions, Inc. With the rousing applause of over 500 Yard employees and guests, the official party gripped shovels and broke ground to officially commence construction of the Yard's Landfill Gas Co-Generation Plant, expected to be operational in late 2008.

WASHINGTON - The Coast Guard Yard in Baltimore, the service's only full-service shipyard, broke ground today on an alternative energy project that will take it "off the grid" for nearly all of its electric and steam power needs. The project is expected to yield the same reduction in greenhouse gases as removing 33,000 cars from the road annually.

The Yard will utilize methane gas piped from the nearby Quarantine Road Landfill, owned by the city of Baltimore, to produce electricity and steam for the next 15 years. This is a collaborative project between the Coast Guard, Baltimore City, and AMERESCO Federal Solutions, Inc. of Knoxville, TN. Construction is expected to conclude late 2008.

"Protecting and preserving our environment is a core mission of the Coast

See **Landfill Gas Ceremony**, pg 7

Season's Greetings!



As 2007 comes to a close, my family and I wish each of you and your loved ones a Happy Holiday and extend best wishes for a healthy, successful year ahead.

This past year was filled with numerous accomplishments thanks to the relentless pursuit of quality workmanship that each of you provided. We continued sending renovated MEP cutters back to the Coast Guard fleet, hosted customers from the Atlantic to the Pacific and the Great Lakes, embraced Lean manufacturing to achieve process improvements, made unprecedented strides in environmental protection, and heralded the tremendous accomplishments of our people. The Yard is prospering because of your determined spirit and commitment to VALUE.

Drive safely throughout the holidays, and I look forward in welcoming 2008 and the 109th year of the Yard's dedication to quality "Service to the Coast Guard Fleet."

*S.C. Duca, CAPT, USCG
Commanding Officer, Yard*

Yard Missions: Value - Workforce - Relationships - Community



Repair availability work is under way at the Yard on America's Tall Ship EAGLE with anticipated completion in early February.
(Photo by SK3 Aaron Shaske, Yard)

Coast Guard Achieves Law Enforcement Milestone

The Coast Guard seized more than 350,000 pounds of cocaine at sea this year. Worth an estimated street value of more than 4.7 billion dollars, the 2007 seizures surpass all previous Coast Guard drug interdiction records. The Coast Guard is the nation's leading maritime law enforcement agency and is charged with securing America's 95,000 miles of coastline.

"The United States Coast Guard: Guarding Our Coasts Since 1790"

The Value of Continuous Improvement

Yard Delivers Five MEP Cutters in Ten Weeks

BEAR – 270' MEP cutter delivered 8/31/07
VENTUROUS - 210' MEP cutter delivered 9/21/07
OCRACOCKE – 110' MEP cutter delivered 9/21/07
CUTTYHUNK – 110' MEP cutter delivered 11/2/07
VIGOROUS – 210' MEP cutter delivered 11/9/07

"More than anything else, the 110'/210'/270' MEP has reminded me of the resilience and innovation of our own Coast Guard organic mission support organization. Faced with delays on our major capital cutter acquisitions, in only a few months, this MEP (as a bridging strategy) was conceived, designed, priced, tooled, equipped, staffed, and executed – and continues to provide significant fleet improvements at or below cost and on schedule. If there is a better measure for a maintenance extension program running well, I don't know what it is."

RADM Gary Blore, Coast Guard Chief Acquisition Officer

Coast Guard Engineer of the Year

Commander John Slaughter, Yard Facilities Engineer, is the U.S. Coast Guard “Engineer of the Year.” The Commander’s civil engineering expertise, visionary outlook, and strong leadership fueled the success of such projects as the Yard’s new Land Use Plan and the contract for the Landfill Gas Co-Generation Plant. The former initiative will enhance the industrial capabilities of the Yard and study the consolidation of the Engineering Logistics Center’s operations. The Landfill Gas Co-Generation Plant construction project will convert nearby landfill methane gas into electricity and steam for the Yard for the next two decades. (Additional details on the Landfill Gas story are found on the front page article of this issue of the “Yard News”). The Commander’s management and engineering skills have positively moved forward the study and clean-up of the Yard’s Superfund sites. He has proactively reached out to the community with consistent, updated information on the project’s progress. During

See **Slaughter**, pg 4

Coast Guard Civil Rights Service Provider of the Year

Les Delney, Yard Equal Employment Opportunity (EEO) Specialist, is the U.S. Coast Guard Civil Rights Service Provider of the Year (Full-Time). Demonstrating command leadership in civil rights, Delney professionally resolved over 120 contacts at the lowest level this past year with none resulting in a formal complaint of unlawful discrimination. He communicated the need to Yard management to promote diversity when filling position vacancies in order to enhance actual and perceived fairness and due process regarding promotions. Despite an intense industrial production schedule, Delney ensured the successful training of the Yard’s workforce in Human Relations Awareness and Sexual Harassment Prevention. An enthusiastic proponent of community outreach, he teamed with colleagues from the other Baltimore Area Coast Guard commands to produce several special observances and ethnic heritage celebrations that were attended by the Yard campus personnel and members of the community

See **Delney**, pg 4

Coast Guard Education Services Officer of the Year

Chief Warrant Officer Denise Worden, Chief, Yard Military Personnel Branch, is the U.S. Coast Guard Outstanding Education Services Officer (ESO) of the Year (Medium Ashore Unit/Collateral Duty). The award recognizes those Education Services Officers who made extraordinary contributions to the educational development of Coast Guard members within their command’s area of responsibility. CWO Worden created a newsletter entitled “ESO Update” discussing, among other topics, Coast Guard and Department of Defense news, testing schedules, and tuition aid programs. She disseminated the newsletter to 13 tenant activities at the Yard. CWO Worden mentored junior officers and collateral duty ESOs regarding ESO responsibilities. In the absence of other commands’ ESOs, she stepped up and provided their military members and civilian employees with career guidance and test administration services as well as managed officer accession interview boards. CWO Worden handled

See **Worden**, pg 4

Happy 55th Anniversary, "Yard News"!

The "Yard News" celebrates its 55th anniversary this month! First written in December, 1952, the internal newsletter has been published bi-weekly, monthly, and now bi-monthly for the past 55 years. Starting out as four pages, today it is a ten page publication. The Yard's Civilian Personnel Office composed the "Yard News" until 1979 when it became a Public Affairs Office product. The newsletter has sought to inform, educate, and entertain its readers. It provides a venue for communication between the Commanding Officer and the Yard family and helps employees better understand their place of work. Today, the "Yard News" is mission accomplishment oriented with a mix of personnel news and features. With a mailing list of over 900, the "Yard News" also reaches the halls of Congress, CG Headquarters, CG field units, and other readers.

Thank you for your contributions and continued readership over the past 55 years. We will strive to "publish all the news that's fit to print," and, as it says in the Volume 1, Number 1 edition, "We hope you like it!"

The Editor

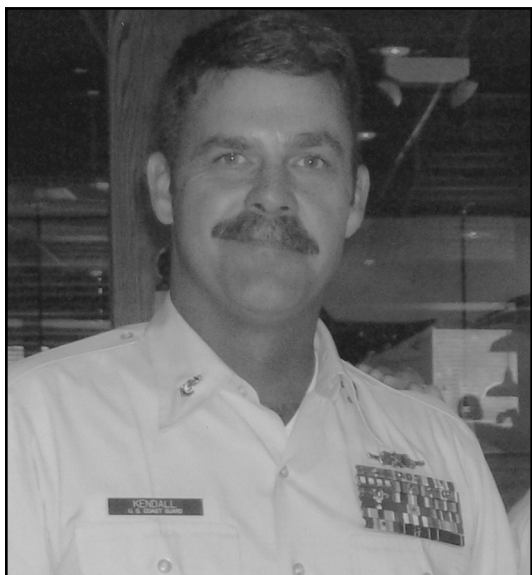
CDR John Slaughter, cont from pg 3
Commander Slaughter's tenure as Chief of the Yard's Facilities Management Division, the Yard has received the Coast Guard's "2006 Outstanding Facilities Engineering Organization," the "2006 Department of Homeland Security Environmental Achievement Award," and the "2006 Coast Guard Environmental Award For Pollution Prevention." The Commander will receive honors at the National Press Club in Washington, D.C. when he is formally recognized as Engineer of Year for the United States Coast Guard on February 21, 2008.

Lesly Delney, cont from pg 3
throughout the year. He has devoted countless hours to the Coast Guard's Partnership in Education program in Baltimore and has teamed with the Yard's Chaplain to create abundant opportunities to foster a positive public image of the Yard. Born in Haiti, Delney served six years in the United States Marine Corps and brought 20 years of experience in the equal employment opportunity field when he came to the Yard in 1997. He has served as the Yard's EEO Counselor since 2004.

CWO Denise Worden, cont from pg 3
education services for visiting ships undergoing repairs at the Yard. She proctored college exams for Yard civilian employees and was the only Baltimore area ESO to administer the Armed Services Qualifications Test – In Service retest. CWO Worden is a 23 year veteran of the Coast Guard. Hailing from Worcester, Massachusetts, she has been stationed at the Yard since 2005.



Chamber of Commerce Honors DCC Kendall



The Northern Anne Arundel County Chamber of Commerce recently honored DCC Gregory Kendall, Yard Firehouse, with the 2007 Police and Fire Safety Award. The Chief was recognized for his leadership of an eight-person team that serves 24 hours a day, 7 days a week as the Yard's first responders for medical, hazardous materials, and fire emergencies. His area of responsibility covers 113 acres, 75 buildings, over 1500 personnel, and an average of 10 visiting and homeport ships.

Chief Kendall's fire prevention training program involves fire watch procedures for over 100 civilian workers, hydro-testing of all ships' fire hoses, fire evacuation training and drills within campus buildings, and the maintenance of over 400 fire extinguishers.

The Chief's daily safety efforts ensure that all Yard buildings are in compliance with the Occupational Safety and Health Administration's and National Fire Protection Association's codes. He is leader of the "Shipyard Competent Persons" team and has conducted confined space training and respirator fit testing for over 300 Coast Guard members.

Chief Kendall has served in the Coast Guard for 18 years. A native of California, the Chief came to the Yard in June, 2006 from his previous assignment on the Coast Guard Cutter JAMES RANKIN, homeported at the Yard.



Lean Update**You Don't Have To Rely on Consultants to Get Moving!**

by Keith Herchenroder, Yard Business Manager

Our past Lean Updates have focused on the formal activities that have been done with our Lean consultants. This was a good route to go, as we were just getting started with our Lean journey, and we didn't have much to report on our self-driven initiatives. Well, I'm happy to report that this is no longer the case, and this issue of Lean Update is focused on some of the excellent work being done by Yard employees to improve their workplace.

In the X31 shop, Jim Snyder has done an outstanding job in organizing the work area associated with the 110' WPB switchboard assembly and the 47' MLB alternator upgrade kits. As you can see in the top right photo, Jim arranged the work space in a logical manner, with shelving, work benches, wire spool racks and other materials readily available, all labeled as to what they are for, and in a logical sequence to support the work to be done. This arrangement is the basics of what is known in the Lean world as a production cell. A cell is an area set up to support the proper flow of materials and value-added work to specific work process. For example, Todd-Pacific shipyard has a cell set up for the fabrication of sheet metal ducting fabrication. All the work flows in a U-shaped work area, with everything needed being located within the space.

As both photos show, all the materials needed for the 110' and 47' projects are neatly arranged, labeled, and stored on racks right at the work site. The wire rack holding the spools of wire necessary to make a 110' switchboard is located right next to the switchboard enclosure – just reach for the wire you need – it is an arm's length away. This is known as Point of Use Storage (POUS), and it eliminates unnecessary travel to get parts, materials, and tools needed for production – one of the seven wastes that Lean attempts to drive out the

system. All of this adds up to a neat, organized, efficient and overall pleasant work area. That is what Lean and the 6S push in the shops is all about – helping our skilled craftsmen focus on working at their trade, not looking for parts and materials!

See **Lean**, pg 6

Jim Snyder's work area shows material neatly organized, arranged in a way that matches the work flow.



Jim explains the materials layout of the work area to Tom Zbell of VPMEP.



New vertical storage rack with label plates.

Material location index for rotary metal storage rack.



Rotary storage rack with new containers and label plates.

Don Harris and the folks in X22 have made notable strides in 6S in the Inside Machine Shop. The Inside Machine Shop is a pretty large area and the task of scanning, sorting, etc., can be overwhelming. Using the logic of “eating the elephant one bite at a time,” they identified the target area (establishing the scope), put together a team, and set out to 6S the target area. The process of sorting out the good stuff from the bad filled four dumpsters with scrap metal. Special bins were made to fit the stock carousel so that smaller pieces of stock could be sorted and organized. Label plates were made to identify all the bins and a master list was posted to allow for easy retrieval of the desired size piece of stock. In addition, cleaning up the side of building 8 was undertaken. Some of the materials that had been lined up next to the building had been there so long they may have been eligible to be a historic artifact! As you can see from the photograph, the result is nothing short of impressive!

Of particular note is that no one was prodding or coaching these efforts – our folks KNOW what needs to be done, and given the opportunity, can do an outstanding job! Other efforts have also begun to spring up. Tool rooms are being cleaned up and organized. The folks in building 78 have made noticeable improvements to the outside of the building and are continuing the effort. Likewise, Bob Byrd and his crew have made strides in building 11 to clear the mezzanine areas of old clutter.

Although these are small battles being won, they will eventually add up to a significant victory in getting our work spaces cleaned up and an efficient place to work!

THINK LEAN!

Landfill Gas Ceremony, cont from pg 1
Guard, so it's fitting that this renewable source of energy will soon provide the electricity needed to run the Yard as the men and women there work tirelessly to renew and modernize the Coast Guard's fleet of ships and boats," said Coast Guard Commandant ADM Thad Allen.

The project is the largest renewable energy project in Coast Guard history and the first landfill gas co-generation plant in the State of Maryland. The initial project cost and future operations and maintenance expenses will be paid through the plant's annual energy savings.

"The Baltimore landfill gas project highlights the continuous effort of the Coast Guard to manage energy resources," said Daniel Gore of the Coast Guard energy program. "Since 1985 the Coast Guard has reduced energy consumption per square foot of building space by 27 percent. This project alone will remove up to four percent of the Coast Guard's total electricity consumption from the grid and place it on a renewable source."

The project will meet the renewable energy requirements of the Energy Policy Act of 2005 for the entire Department of Homeland Security through 2012. The bill mandated that, by 2009, five percent of electricity consumption for federal agencies be generated from a renewable source. When this electricity is produced on-site, double credit is received.

The landfill gas project will save the Yard an estimated \$2 million in annual utility payments. The Yard will provide an annual payment of approximately \$200,000 to the City of Baltimore for rights to the methane gas. In addition, the Coast Guard will pay for the construction and operation of a gas collection and processing system.

The Coast Guard Yard's primary role is to keep the service's fleet of cutters and small boats operationally ready. The 112-acre, 108-year old installation is also home to a dozen Coast Guard tenant commands and activities, including first responders for search and rescue, marine environmental protection, maritime law enforcement, maritime mobility, and

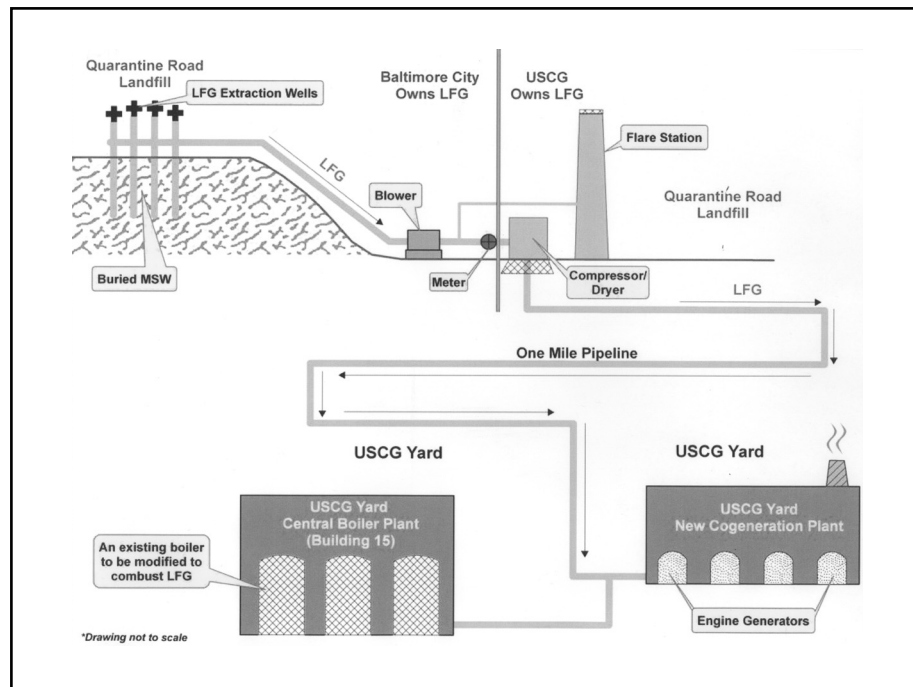
homeland security missions.

"Coast Guard fleet operations worldwide are often the direct outcome of the experience and skilled craftsmanship of the Yard and its tenant commands," said CAPT Stephen Duca, Commanding Officer of the Coast Guard Yard. "With the independent energy source and power generating capabilities this project will bring, the Yard will be able to meet its fleet support mission uninterrupted by the external power situation. Further, the entire Coast Guard community in Baltimore will have a base of operations from which to respond to natural and man-made disasters, freed from the constraints of the power grid."

The project will be executed through an Energy Savings Performance Contract with AMERESCO, an energy services company. Guaranteed energy savings by the contractor will be used to "pay back" the capital costs of the project.

The 126-acre Quarantine Road Sanitary Landfill is one of five solid

See **Landfill Gas Ceremony**, pg 8



Through an agreement with Baltimore City, a landfill gas collection system will be installed at the Quarantine Road Landfill, located approximately one mile northeast of the Yard. Methane gas, a natural by-product of the decomposition of municipal solid waste, will be captured and converted into bio-energy from the landfill. A new, one mile underground pipeline will be installed for the transfer of gas. Once it reaches the Yard, the methane will be the fuel source for the new co-generation plant that will be capable of generating four megawatts of electricity and 35,000 pounds of steam, enough to meet all the Yard's utility requirements. The amount of electricity to be generated is the equivalent of removing 2500 residential homes from the electrical power grid.

Baltimore Area Coast Guard Commands Preserve America's History



Yard Chaplain Brian Jacobson, USNR, and a contingent of military and civilian personnel from the Baltimore Area Coast Guard commands conducted "Field Day" on the decommissioned Coast Guard Cutter TANEY in Baltimore's Inner Harbor in early December. The clean-up, fix-up adventure was the first for the 71-year old-cutter since its decommissioning from Coast Guard service 21 years ago.

The 50-member work crew represented the five Baltimore Area Coast Guard command organizations – the Officers' Association, Chief Warrant Officers' Association, Chief Petty Officers' Association, Enlisted Association, and Spouses' Association (see photo top left). Painting, polishing, sweeping, mechanical and electrical repairs, and general housekeeping were the jobs for the day (see photo bottom left). The project was in preparation for the 66th Annual Pearl Harbor Anniversary Remembrance Ceremony on December 7th.

The TANEY was attacked at Pearl Harbor, Territory of Hawaii, on December 7, 1941, the aggression that began the United States' involvement in the Second World War. One hundred and one naval vessels were in port. The TANEY is the only remaining afloat warship today that survived the attack.

Following wartime duty, the Cutter served the United States Coast Guard and the American public for 41 years before decommissioning by the Coast Guard in 1986. Today, the Baltimore Maritime Museum and Living Classroom Foundation operate this American treasure.



Landfill Gas Ceremony, cont. from pg 7

waste disposal locations for use by the citizens of Baltimore City. Nearly 500,000 tons of residential and commercial waste are deposited annually at the location.

"This project will stabilize the Coast Guard Yard's energy costs for the next 15 years and possibly beyond, which is crucial in this time of rapidly escalating prices for traditional energy sources,"

said CDR John Slaughter, the Yard's facility engineer. "The initiative also showcases the talents of the people at the Yard, the Coast Guard, the city of Baltimore, and our contractor to bring a project of this financial, engineering and environmental magnitude to reality."

Buried solid waste naturally decomposes and produces methane gas

— a fire hazard as well as a potent greenhouse gas contributing to global warming. While methane gas has significant negative environmental attributes in its natural state, it is a combustible gas and is a potentially valuable, renewable energy source.

The Coast Guard SPARs: “The Greatest Generation”



On November 23, 1942, the United States Congress passed Public Law 773 creating the U.S. Coast Guard Women's Reserve. Its members were called SPARs, using the initials of the Coast Guard's motto, "Semper Paratus-Always Ready." Over 10,000 women volunteered between 1942-1946 in an effort to serve their country during wartime. Today, the SPARs are part of "The Greatest Generation" of women and men whose sacrifice and service assured victory and freedom from oppression for all Americans.

Frances Wilmer, a native of Queen Anne's County, Maryland, was part of that "Greatest Generation." Mrs. Wilmer recently addressed military personnel at the Yard. She shared her experiences of being part of the elite group of women who, as the spar is the support beam for a ship, filled shore-side support jobs so Coast Guardsmen could go to war.

Mrs. Wilmer completed Basic Boot Camp Training in Palm Beach, Florida. She was assigned to administrative duties in Baltimore's Captain of the Port Office. In addition to administrative record keeping for 250 Coast Guardsmen, tracking fire, police and port security for the Port of Baltimore piers and the City's shipping lanes were the order of the day.

On the lighter side, the former SPAR relates "Going Hollywood" during her tenure at the Port. The World War II era traveling show "Tars and Spars" was touring the country at the time Mrs. Wilmer was stationed in Baltimore. She and several local SPARs were invited to be part of the musical that was held at Baltimore's Hippodrome Theater. The SPARs also marched in several parades, charging the spirit of patriotism among the Baltimore community.

Mrs. Wilmer proudly served as a SPAR for 26 months. Mrs. Wilmer returned to Maryland's eastern shore to work as the Clerk to the County Commissioner. She married former Navy radioman Joseph Wilmer in 1966. The Wilmers operated their own radio equipment business. They currently reside in Annapolis, Maryland.

Welcome back, Mrs. Wilmer!!

Holiday Happenings!



Over 100 employees of the Baltimore Area Coast Guard Commands participated in this year's "Helping Our Own for the Holidays" (HOOFTH) 2.2 Mile Fun Run/Walk on November 29th at the Yard. The 1st place winners included LCDR Eric Masson, ELC, and Ms. Carolyn Bolen, Yard Clinic. As an entry fee, participants donated canned goods to the HOOFTH food drive.



The Yard Galley crew cooked a scrumptious Thanksgiving Day feast at the Yard's galley on November 22nd. Fifty-six diners from the Baltimore Area Coast Guard Commands enjoyed delectable entrees, sides, and desserts from a traditional Thanksgiving menu.



Dressed in a "roaring" lion's costume, Kaeden Smith, 10 month old son of Petty Officer and Mrs. Jeff Smith, Yard Military Personnel Branch, won the hearts of attendees at the Annual Halloween Party sponsored by the Baltimore Area Coast Guard Command Spouses' Association at Columbus Recreation Center on October 28, 2007.

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